

# THE MUNI MEMO

OF THE PEOPLE, BY THE PEOPLE, FOR THE PEOPLE OF THE SAN FRANCISCO MUNICIPAL RAILWAY

## Stein Replaces Stead as GM

General Manager William Stead has resigned from Muni to take a position with a Maryland engineering firm. On Tuesday, March 27th, the Public Utilities Commission appointed Deputy General Manager of Transportation Johnny Stein as General Manager.

Stein has been with Muni since 1961 when he started out as an operator. Since that time, he has moved steadily up through the ranks, holding the positions of transit inspector, transit service instructor, safety manager and assistant chief inspector. In 1982, he became a Transit Manager I and was appointed staff assistant to the Deputy General Manager of Transportation. In 1984, he became a Transit Manager II responsible for street operations for the Northern group. In 1985 he became a Transit Manager III and assumed the position of General Superintendent of Surface Transportation. He has been Acting Deputy General Manager of Transportation since October

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## Cable Car 16 Festival a Success

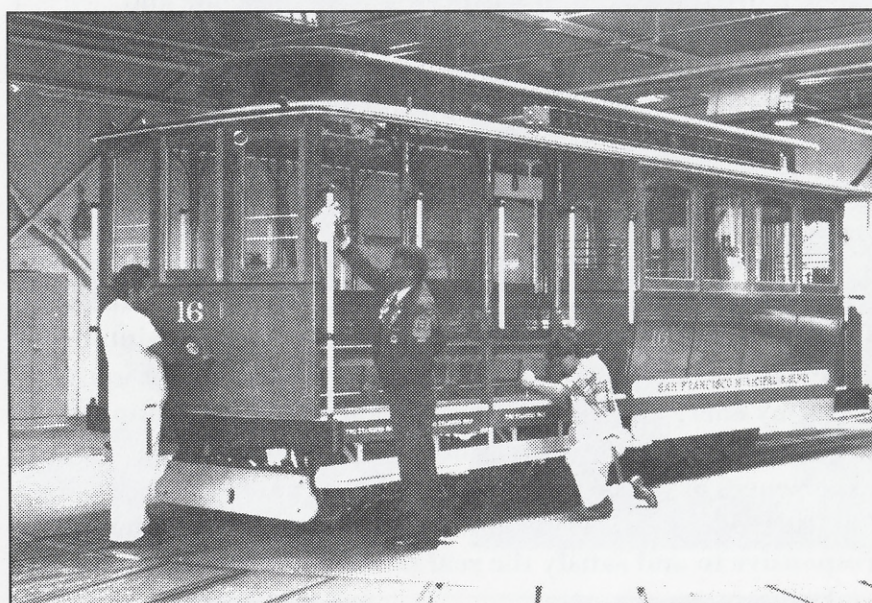


Photo: Joshua Roisten

*Carl Payne with craftsmen Ron Garnica and Harry Jew add the finishing touches to Cable Car 16 in preparation for the Cable Car 16 Festival on April 10th.*

San Francisco loves its cable cars and on April 10th, "the City that knows how" again turned out to pay tribute to the nation's first moving Historic Landmark. The occasion was the completion of the reconstruction of Cable Car 16, a 99-year-old car originally built for the Ferries & Cliff House Railway in 1891. Muni's expert Carpentry, Special Machine, and Paint Shops rebuilt the car almost completely from top to bottom over a period of 12 months.

The Cable Car 16 Festival

honoring the car's return to revenue service kicked off with a parade from the Cable Car Barn to Market Street, featuring 20 decorated cable cars, three marching bands, classic automobiles, a vintage San Francisco police car and two historic fire trucks. Festivities continued in front of the St. Francis Hotel at Powell and Geary with a champagne christening of the car by Mayor Agnos, a special bell-ringing by Carl Payne and a salute to the crew that rebuilt Cable Car 16.

*Continued on pg. 8*



# Management Message



## Resignation Message

The ten years I have spent in transit operations in San Francisco, Boston and New York City have been extremely rewarding, both professionally and personally. The Railway is much more than a job; it has been a distinct honor and privilege to work with the men and women of Muni for the four-and-one-half years since August 1985. To have been a part of Muni's rich, 77-year-old traditions and to share in the service ethic motivating the vast majority of our employees is both an enriching and humbling experience.

It is time to move on. I have found generalized management and operating responsibilities to be challenging and gratifying. Given the respect I have gained for the operators, maintainers, supervisors and managers who are on the front line, I want to focus my energy and skills on giving them the best equipment, plans and support possible. They deserve no less. The experiences of the last decade will better enable me to develop and turn over engineering and construction projects that are responsive to and satisfy the real needs and expectations of the end user.

The Muni is proud of what it has accomplished in recent years. We are dramatically safer and more reliable. City government and the PUC have provided strong support as we rebuilt and improved through a very demanding decade. Muni has been served by and continues to be served by a dedicated, competent cadre of deputy general managers and senior staff. I owe them a debt of gratitude. Union leadership, especially TWU 250A, shares credit for Muni's accomplishments. In four-and-one-half years I have served four PUC General Managers and twelve Commissioners and appreciate the support, encouragement and high expectations provided by each.

William Stead  
*Former General Manager*

## Editor's Box

Dear Reader,

Keep those story ideas coming. Also, if any of you are writers or aspiring writers who'd like to try your hand at a story, please feel free to do so and submit it to Muni Memo, Room 222, 949 Presidio. We will consider anything submitted. Make sure you include your name and phone number so that we can reach you to discuss your article or idea.

Sincerely,

Anne Milner  
Editor

## Employee Notice

### Hotline Installed

The Bureau of Personnel and Training has recently instituted a job "hotline" number. This "hotline" is available 24 hours a day, seven days a week with information regarding all regular, permanent city jobs as well as PUC Non-Civil Service announcements.

The hotline will be updated every Thursday afternoon to reflect jobs open for filing as of Friday morning. Remember to call this number, 554-1669, in order to keep up to date on current openings.

## Job File

2588 Health Worker IV,  
Volunteer Services  
Coordinator, \$28,288-34,216  
annually. Apply immediately to  
Department of Public Health  
Personnel, Room 210, 101  
Grove, tel: 821-8084. 2119



**Health Care Analyst**, \$37,336-45,240 annually. Apply immediately to Department of Public Health (see above). **1424 Clerk Typist-Airport Only**. \$20,412-\$24,624 annually. Apply immediately to Airports Commission Personnel, P.O. Box 8097, SF, CA 94128, tel: 876-2187. **1636 Health Care Billing Clerk II**, \$25,844-\$31,278. Apply immediately to Department of Public Health (see above). **1665 Director of Patient Accounts**, San Francisco General Hospital, \$45,890-55,770, Apply immediately to Department of Public Health (see above). **2947 Hospital Eligibility Manager**, Department of Public Health, \$39,728-48,178 annually. Apply immediately to Department of Public Health (see above). **4366 Collection Supervisor**, \$32,162-\$38,974 annually. Apply immediately to Civil Service 646 Van Ness Avenue.

For information on these and other City positions call 558-4496. Also call 554-1669, the PUC's new job hotline (see Employee Notice).

## Congrats!

The Divisional Operators of the Month for March were:

**Cable Car:** James N. Murakawa  
**Flynn:** Melvin L. Harris  
**Green:** T.D. Fountaine  
**Kirkland:** Yee C. Lee  
**Potrero:** Paul D. Hicks  
**Presidio:** Gilbert O'Guinn  
**Woods:** James Walton, Jr.

# Awards



Photo: Joshua Roisten

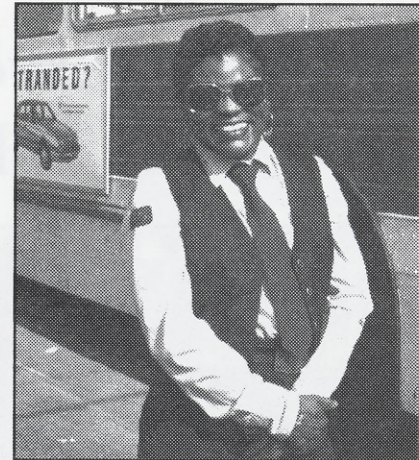


Photo: Joshua Roisten



Photo: Joshua Roisten



Photo: Carmen Magana



Photo: Carmen Magana

**TOP LEFT:** Muni Operator of the Month, James George Dubuque. **TOP RIGHT:** Henrietta Mack, Muni Operator of the Month Runner-up. **CENTER LEFT:** February Equipment Maintenance Worker of the Month Kenneth Sapp. **CENTER RIGHT:** March Maintenance Worker of the Month Choy Hing Pong. **BOTTOM:** Outstanding Transportation Worker of the Quarter Fannie Smith with her fan club, former Muni G.M. Curtis Green, former PUC Personnel Manager Demo Adams, and PUC Commissioner H. Welton Flynn.



# News



## School Outreach Program Takes Off



Photo: Joshua Rotsten

*Operators answer questions from students during a session of Muni's School Outreach Program.*

A number of Muni operators are going out to high schools, middle schools and adult education centers to educate students about being responsible riders and to tell them about career opportunities at Muni.

Operators Mary Baytop, Willie Berry, Donald Schaffner, Angelo Morello, Joann Stamp and Barbara George started the 1990 outreach program at the International Studies Academy on Potrero Hill. The operators plan to go to as many schools as they can before the end of the school year in June.

In addition to the middle school and high school programs, Carlos Carillo and David Wong will go out to English as a Second Language classes offered by the Community College District to speak in Spanish and Cantonese respectively at

George Moscone School and Cameron House. Muni hopes through such outreach programs to improve operator/passenger relations and reduce assaults, vandalism and graffiti on the buses.



Photo: Joshua Rotsten

*San Francisco may rival London for its double-decker buses one day. This bus was lent to Muni for testing on the 38 Geary and 42 Downtown Loop by Robert Werbe, Chairman of the Board of Grosvenor Bus Lines*

## Earth Day's Around the Corner

On April 22nd, people all over the world will celebrate Earth Day 1990 in an effort to bring attention to environmental problems facing our planet and the solutions that may help them.

This year Earth Day has a special transportation theme and the American Public Transit Association has disseminated some information that shows how use of public transit can conserve energy, improve air quality, and save money.

For example, when one commuter leaves the car behind and uses transit to travel to and from work for one year, nine pounds of hydrocarbons, 63 pounds of carbon monoxide, five pounds

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of nitrogen oxides and one pound of particulates are removed from the atmosphere annually. Every bus full of passengers at rush hour removes 40 cars from traffic; every full rail car removes 75-125 cars and every van full of passengers removes 13 cars. A savings of ten to 15 gallons of gasoline is realized every time 40 single-passenger car drivers take a 10-mile trip to work on the bus. Thirty to forty million gallons of gasoline would be saved each day if average commuter-vehicle-occupancies were increased from 1.1 passengers per vehicle to 2.1 passengers per vehicle.

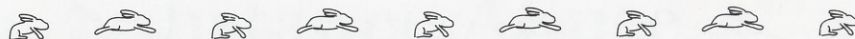
Earth Day celebrations will take place on April 22nd at Crissy Field featuring dozens of booths of "hands-on" displays on environmental problems and solutions, as well as music by local and national groups. In addition, Earth Day in the Park will take place in Golden Gate Park on April 21st with performances by members of the Pickle Family Circus. Other Earth Day events are scheduled throughout the City and Bay Area. For more information, call 415-346-5263.



After the fanfare about the opening of Flynn Division died down last fall, the companion William H. Scott Non-Revenue Vehicle facility was dedicated in December. From l to r, General Manager William Stead, UEB General Manager Don Keener, Olden Williams, Non-Revenue Supervisor and James Sauer, Flynn Division Manager.

Photo: Carmen Magana

# News



## The 30-Foot Bus is Coming



Photo: Carmen Magana

*This 30-foot bus will be a frequent sight on Muni's community service lines by the end of this summer.*

By the end of June, the first in a series of 45 new smaller, 30-foot diesel buses will be delivered to Muni by Ontario Bus Industries (OBI) of Canada.

The buses will be manufactured near Toronto, then

sent to upstate New York for completion. By law, 55% of public transit vehicles purchased with government funds must be manufactured in this country.

All the buses are wheelchair-equipped with a kneeling feature, have single-aisle seating for easy passenger flow, and are ergonomically designed for operator comfort. They have powerful engines that are electronically controlled to reduce air pollution and are designed with a special noise-reduction features that make them about 50% quieter than the standard 40-foot coaches.

All 45 of the buses are expected to be in service by the middle of July. They will replace the aging AMC fleet and be used on such community service lines as the 39 Coit, the 54 Southern Heights and the 37 Corbett.



# News



## Electrification Continues

This summer, work will begin on the 31 Balboa diesel line to convert it to trolley coach operation.

The 31 Balboa electrification will be the fourth project to expand Muni's trolley coach system since 1982,

following the electrification of the 1 California (55 Sacramento), the 24 Divisadero, and the extension of the 33 Ashbury from Golden Gate Park to Children's Hospital.

The 31 line was chosen for trolley conversion because one-fifth of the route is already under trolley wire and the project has widespread neighborhood support. Seventeen thousand passengers currently ride the 31 Balboa daily. The new overhead system will be constructed from Turk Street at Market to La Playa at Cabrillo.

The expansion of trolley coach operations in San Francisco is part of the City's Comprehensive Master Plan because trolley buses are easier to maintain and less costly to operate, reduce the pollution associated with diesel buses, and are quieter.



*The 31 Balboa line is the fourth of Muni's electrification projects to get underway in the past nine years.*

Photo: Carmen Magana

## A Look at Subway Ventilation

When one thinks of preventive maintenance at Muni, visions of mechanics working on vehicles generally come to mind, but Ways and Structures

stationary engineers also have their work cut out for them in the maintenance of Muni's hidden subway ventilation fans.

Thirty fans installed in the subway deep under Market Street are constantly maintained by Ways and Structures crews to keep them in good working order. The fans, powered by 100 horsepower electric motors, spin at 900 to 1200 rpm depending on size. All fans are capable of operating in either a right or left direction, providing both supply and exhaust modes for controlling smoke in the event of a fire.

Preventive maintenance of the fans includes the removal of each blade to inspect for damage and stress corrosion. If necessary, blades are replaced, parts are coated with anti-corrosive compounds, bearings are lubed and blades are reattached to the fan's hub. They are then adjusted to the proper pitch angle and statically balanced. Finally a vibration analyzer is used to fine tune the fan at its operating speed.

Hats off to Ways and Structures crews who are constantly working behind the scenes at Muni to keep its facilities up to snuff!

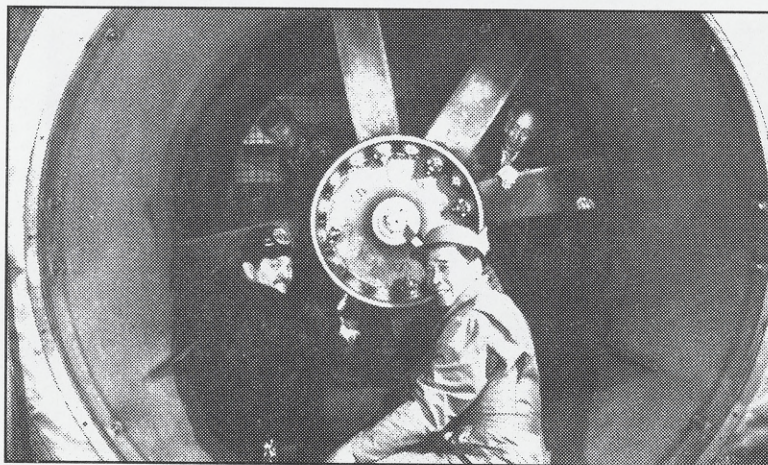


Photo: Carmen Magana

*Ways and Structures workers (clockwise from lower left) Doug Waugh, Robert Lee, Glenn Frisbie and Mel Alvarez maintain one of Muni's 30 subway ventilation fans.*



# Marital Problems Affect More Workers Than Substance Abuse

*The article below was reprinted from a Bureau of National Affairs publication. It's a reminder that Muni, as a large employer, has an Employee Assistance Program to assist workers confidentially with this kind of problem. You can reach EAP by calling 554-2690 or call George Newkirk at 923- 6126 for information.*

Marital problems adversely affect the productivity of more workers than alcohol or drug abuse problems, according to an Ohio Psychological Association (OPA) survey of executives of small businesses.

More than half of the 55 executives surveyed said their firm's productivity has suffered over the past three years because of employees' emotional or personal problems. Although managers are aware of this connection, most small businesses are ill-equipped to deal effectively with their employees' emotional and personal problems, the poll found.

Rena Norton, director of OPA's public information campaign, said the findings

were a surprise, given the concern that employers have about substance abuse....

Sixty-seven % of those surveyed said they find it difficult to determine whether employees are experiencing personal problems, while 38% said their business has no identified way for dealing with mental health problems.

OPA recommends that, when possible, small businesses

establish EAPs to provide counseling services or referrals for employees. Companies unable to establish EAPs are encouraged to appoint a staff person who can provide employees with assistance information. If a firm cannot afford an in-house resource person, OPA suggests that the firm provide employees with information on places where they can get assistance.



Photo: Carmen Magana

*This view north along San Jose Avenue shows how much work has already been completed on the J Church extension to Metro Center. Construction is expected to be finished sometime next winter.*

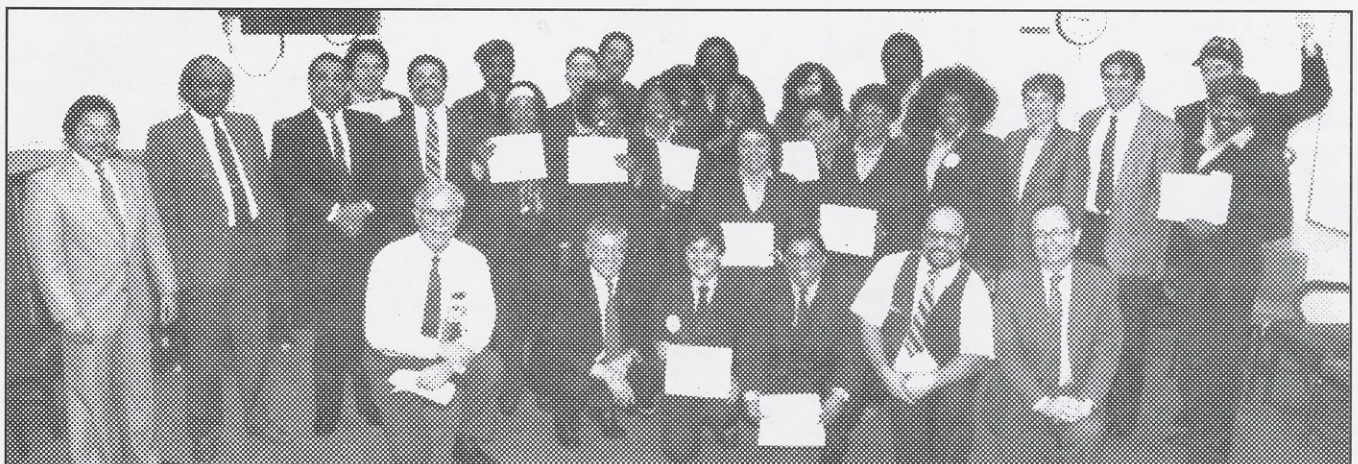


Photo: Joshua Rotstein

*Muni's most recently graduated operator class. Congratulation and welcome!*



## Stead, Stein

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1988. Stein is a member of the Black Leadership Forum in San Francisco and the Conference of Minority Transit Officials.

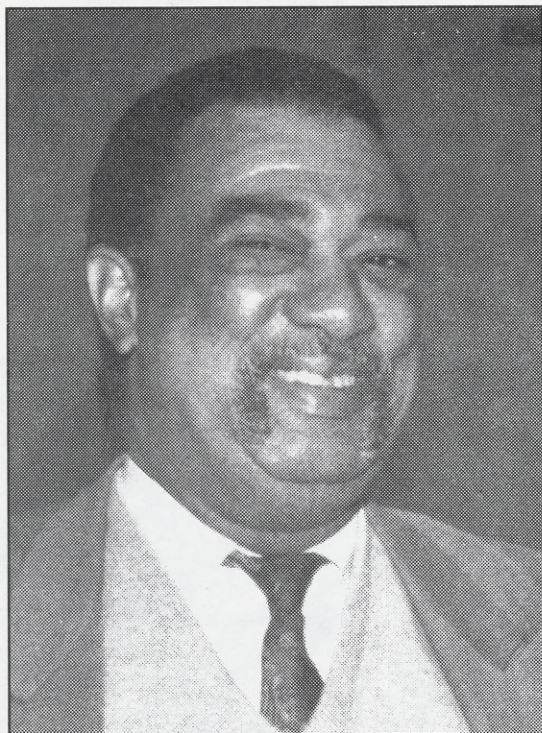


Photo: Joshua Rotsten

*This smiling face belongs to Muni's new general manager Johnny Stein. Congratulations!*

Over the past four-and-a-half years, with a brief hiatus as head of Philadelphia's SEPTA in late 1987, Stead reorganized the Maintenance and Transportation Departments in an effort to make Muni more efficient. He also created a Department of Engineering and Administration with its own deputy. He instituted Employee Exchange Talks between management and labor at the

division levels, expanded Muni's awards programs in order to recognize many more deserving employees each year, and launched Muni's Management by Objective Program. Under Stead, Muni's accident rate and complaints

on operator conduct declined. During his tenure, Muni was ranked as the best transportation system in California by the California Transit League, the Metropolitan Transportation Commission presented Muni with a 1989 Award of Merit, and the SF Convention and Visitors Bureau handed Muni the Silver Cable Car Award for its contribution to the tourist industry.

The Muni Memo wishes both Stead and Stein good luck in their new jobs.



Photo: Joshua Rotsten

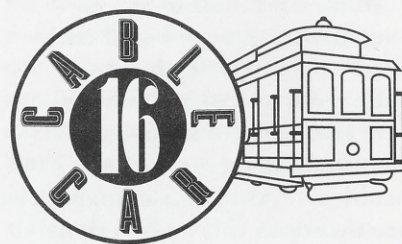
*We're sorry to see you go, Bill Stead and hope you've left your heart in San Francisco.*

## Cable Car 16

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Following the christening, revelers enjoyed a free concert in Union Square featuring Pride & Joy, a Motown revue, Thomas & Donovan, a rock group, Larry Dunlop with Bobby Norris playing jazz, SFO, a contemporary soul group, Jim Harris and Ed Crasnick from the Improv, and six celebrity female impersonators from an Evening at La Cage. In addition, free cable car rides for the public, sponsored by Chevron USA and Bank of America, went on from noon until 6:00 p.m.

Muni employees who worked on the car received special kudos during the celebration.



## Credits

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